



4.1 CLEAR, CONSISTENT, UNIFIED, SUPPORTIVE LEADERSHIP

Our primary strategic HR goal is improved leadership in the broadest sense. All our fine words and brave promises aside, it is the daily behaviours of the senior people in the department that tell our employees what we truly value and what really counts when rewards and sanctions are meted out. Accordingly, clear, consistent, unified and supportive leadership is the sine qua non of our planned HR reforms.

In this section we examine five dimensions of leadership:

1. people management, including ownership of change, championship, and modelling desired behaviours,
2. ethics and values,
3. comptrollership and performance management,
4. organising for leadership, and
5. communications.

4.1.1 PRIMARY FUNCTION OF LEADERSHIP: PEOPLE MANAGEMENT

[Canada's] challenges will require exceptional leadership, creative thinking and new operating skills and competencies – whether Public Service employees are negotiating global trade agreements, managing new service delivery mechanisms, or responding to the needs of citizens . . . La Relève is an important first step in putting human resource management and planning issues on the front burner. All senior managers need to recognise, endorse and be held accountable for effective human resource management.²

The primary importance of effective human resource management to organisational success is a unifying theme that connects La Relève with all of our Public Service change initiatives, from Modern Comptrollership (see section 4.1.3 below) to reform of Executive Compensation (see section 4.2.5 below). Consequently, the management of people has become the primary function of leadership in the Public Service and the first criterion upon which management performance will be measured. We will support this cultural shift within DFAIT through a variety of systemic reforms, driven from the top. This section looks at three of them.

² The first Report of the Advisory Committee on Senior Level Retention and Compensation (Strong Committee), January 1998